

DEPARTMENT OF CORRECTION

Annual Report
July 1, 2010 - June 30, 2011



Jack Markell, Governor
Matt Denn, Lt. Governor
Carl C. Danberg, Commissioner

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Mission Statement

“To protect the public by supervising adult offenders through safe and humane services, programs and facilities.”

Statutory Provision

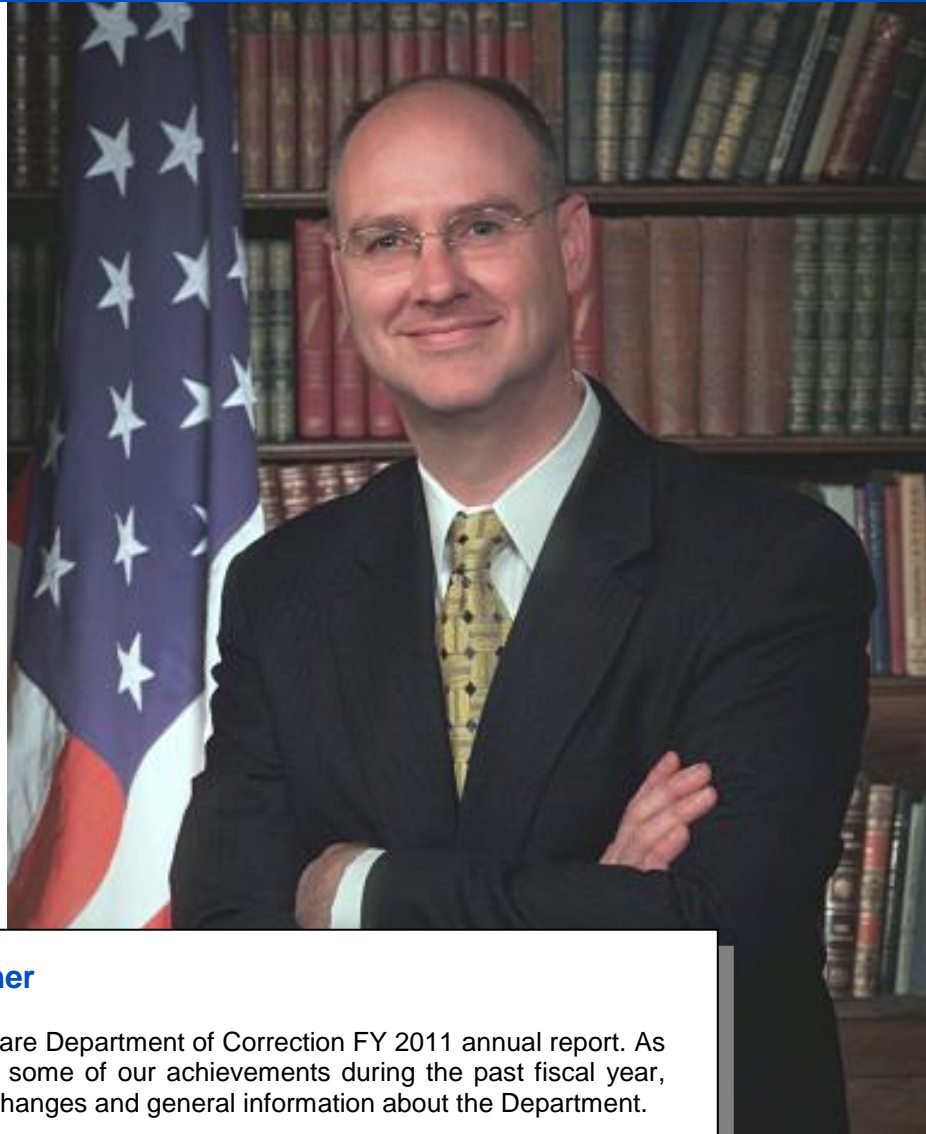
On July 10, 1975, Governor Sherman W. Tribbitt signed into law Senate Bill 487 which created the Delaware Department of Correction, effective July 1, 1975. The bill transferred the Divisions of Juvenile and Adult Correction from the Department of Health and Social Services to the new Department of Correction.

The Department was statutorily established under 29 Delaware Code, Chapter 89 and 11 Delaware Code, Chapter 65. 11 Del. C. §6501 establishes the Department of Correction, and 11 Del. C. §6502 identifies the purpose of the Department.

In 1984, the Division of Juvenile Correction was transferred to the Division of Youth and Family Services. The only juveniles currently under the Department's supervision are at the Howard R. Young Correctional Institution in the Young Criminal Offender Program (YCOP) which manages the most difficult youthful offenders.

Commissioner's Message

- Commissioner Danberg was nominated by Governor Minner and unanimously confirmed by the State Senate in February 2007. He was reappointed by Governor Jack Markell in January 2009.
- Chair of the Victims Advisory and Family Violence Prevention & Services Committee
- Appointed and served as Attorney General for the State of Delaware from 2005-2007
- Chief Deputy Attorney General from August 2004 to December 2005
- Deputy Principal Assistant to retired Commissioner Stan Taylor from June 1996 to August 2004
- Previous Deputy Attorney General representing Department of Correction
- Graduate of Widener Law School
- Lt. Col. in Judge Advocate General's Corps of the Delaware Army National Guard
- Chair of Delaware Sex Offender Management Board
- President of the Northeast Association of Correctional Administrators
- Adjunct Professor at the University of Delaware
- Active member of Association of State Correctional Administrators, Delaware Criminal Justice Council, Sentencing Accountability Commission, American Bar Association, Delaware Bar Association and Society of Attorneys General Emeritus



Letter from the Commissioner

I hope you enjoy reading our Delaware Department of Correction FY 2011 annual report. As in past years, this report highlights some of our achievements during the past fiscal year, while also documenting personnel changes and general information about the Department.

None of these accomplishments would be possible without the dedicated team of employees who work hard each and every day of the year to ensure we follow our mission of protecting the public by supervising adult offenders through safe and humane services, programs and facilities. Over the past fiscal year, we have continued to focus on offender health care, population management and safe and secure operations while also working on re-entry programs to help reduce recidivism. And again, we have done it all while working under the constraints of a tight state budget.

I cannot thank the Department of Correction staff enough for their tireless efforts to keep Delawareans safe and deliver the necessary services to our offender population. Many of our staff face tremendous challenges and dangerous conditions each day they are on the job, and I greatly appreciate their willingness to serve our Department and the people of Delaware.

Carl C. Danberg
Commissioner, Delaware Department of Correction

Goals and Challenges

Within our mission is an overriding objective to increase public safety.

GOALS:

- Enhance public safety through the supervision of adult offenders within our facilities and in our communities.
- Create an environment conducive to productive offender programming and treatment.
- Maintain a stable and skilled workforce, particularly in the correctional officer series through specific recruitment initiatives and varied professional development opportunities.
- Ensure that every offender receives medical health care in compliance with the National Commission on Correctional Health Care standards.
- Reduce recidivism through collaboration among state agencies and community organizations.

The Department has broadly defined the
CHALLENGES we face within
5 Main Focus Areas:

- Offender Health Care
- Population Management
- Safe and Secure Operations
- Workforce Development
- Infrastructure

SENTAC Levels

In 1989, the State of Delaware passed a law which provides

“ . . . sentencing guidelines consistent with the overall goals of ensuring certainty and consistency of punishment commensurate with the seriousness of the offense and with due regard for resource availability and cost. In developing these guidelines, the Commission shall also consider the following additional goals in the priority in which they appear:

1. Incapacitation of the violence-prone offender;
2. Restoration of the victim as nearly as possible to the victim's preoffense status; and
3. Rehabilitation of the offender.”

ADMINISTRATIVE SUPERVISION - Level I

Offenders assigned to Level I are placed in the least restrictive form of supervision under the SENTAC sentencing system. These are generally first time offenders who pose little risk of re-offending.

COMMUNITY WORK PROGRAM

Offenders placed in this program perform various types of labor at non profit organizations in order to satisfy special conditions of supervision and/or to be relieved of court ordered assessments.

PROBATION & PAROLE - Level II

Level II is the standard Probation/Parole supervision program. Offenders on Level II supervision are to meet with their Probation Officer on a regular schedule to comply with contact requirements based on risks/needs assessments.

PRETRIAL SERVICES

Pretrial Services provides the courts with bail recommendations based on screening interviews with newly arrested and detained individuals. After the initial screening, follow-up interviews and recommendations are made at preset intervals. All pretrial services occur prior to a SENTAC Level being established for an individual.

INTENSIVE SUPERVISION - Level III

The Intensive Supervision Unit (ISU) represents Level III of the SENTAC alternatives to incarceration. The purpose of the ISU is to closely supervise adult offenders in the community to prevent further criminal behavior while sentences are being served. Supervision is frequent and intense while also assisting the offender in making a successful return to the community.

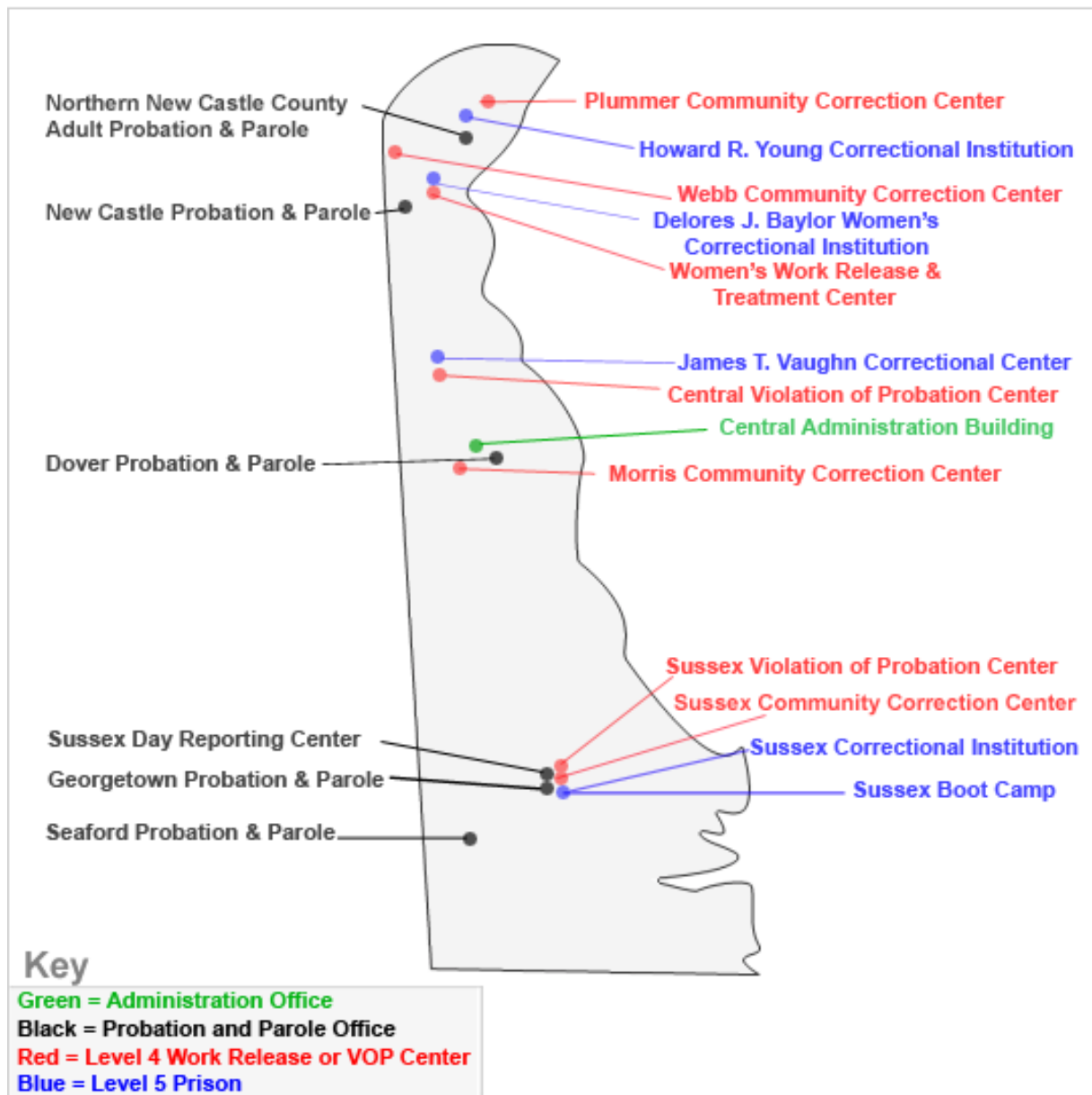
Quasi-incarceration - Level IV

House Arrest is a community custody program for offenders who are to be restricted to an approved residence in which specific sanctions are to be imposed and enforced. House Arrest is administered by Probation Officers, and includes continuous electronic and direct surveillance. Level IV also includes commitment to a community center for substance abuse treatment, community service and/or work release.

INCARCERATION - Level V

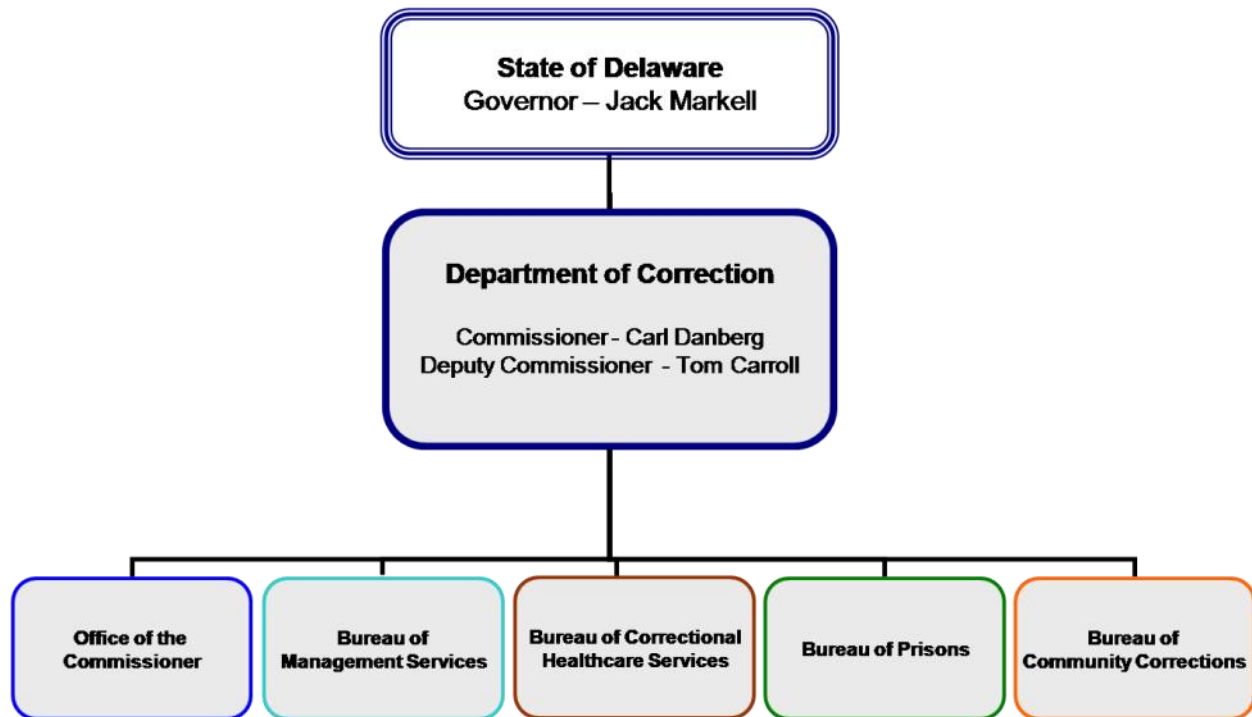
This level is 24 hours per day in a secure correctional facility. Incarceration includes the jail (sentences to 12 months or less), prison (sentences to longer than 12 months), and sentences to life or death. Boot camp is also a level V sentencing option.

Statewide Facilities and Offices



The Delaware Department of Correction is responsible for 18 facilities and offices statewide.

Department Organizational Structure



- The Department of Correction consists of the Office of the Commissioner and four bureaus: Management Services, Correctional Healthcare Services, Prisons and Community Corrections.
- The Department collaborates with agencies, as well as advisory boards, in support of our public safety mission.
- Delaware has a unified correctional system which manages offenders from pre-trial status through incarceration and community supervision.
- The Department supervises approximately 5,452 offenders in prison, 1,005 offenders in community corrections centers and about 16,267 probationers in the community and has a staff complement of 2,567 employees (as of June 30, 2011) with a Department budget of \$243.5 million.

Office of the Commissioner

The Office of the Commissioner provides leadership, policy direction, moral guidance, monitoring of operations and support for ongoing activities related to the Department's vision, mission, and top priorities.

The Office of the Commissioner directs:
Human Resources/Employee Development Center,
Internal Affairs, Media/Community Relations, and Planning

Office of the Commissioner

Community Relations - *Gail Stallings-Minor*
Internal Affairs - *Ron Drake*
Media Relations - *John Painter*
Planning - *Deborah Craig*

Human Resources/
Employee Development Center
Director - Janet Durkee



Jim Welch, Kim Wheatley, Mike DeLoy,
Commissioner Carl Danberg, Janet Durkee and Karl Hines

Office of the Commissioner

Human Resources

Human Resources is responsible for recruitment and selection of staff, personnel transactions, pay and benefits, position management and classification, labor relations, employee grievances, performance evaluation, employee drug testing, discipline and equal employment opportunity enforcement. On a daily basis, Human Resources staff supports management and employees by providing guidance and training.



Janet Durkee, Director
Human Resources/Employee Development Center

During the past year, significant accomplishments of this unit include:

- Human Resources processed more than 7,862 applications in FY 2011 for those seeking first time employment, promotions and transfers.
- Human Resources processed 4,026 personnel, pay and benefit transactions in FY 2011.
- There were 72 new hires during the FY, 49 of them Correctional Officers.
- Reduced the turnover rate for Correctional Officers from 7.8 percent in FY 2010 and to 5.3 percent in FY 2011 through targeted retention efforts.
- Trained 527 employees in sexual harassment prevention, diversity, performance planning, disciplinary actions, grievance process, disability and worker's compensation programs and the Family Medical Leave Act (FMLA).
- Published the employee recognition newsletter "The Guardian" and the Human Resources newsletter "DOC Matters."
- Conducted numerous surveys throughout the Department regarding diversity, improving the work environment and effectiveness of training. Supported Wardens and Administrators by engineering surveys for site-specific issues.
- Instituted "Employee Engagement" site visits of all facilities to provide opportunities for employees to give input on how to improve the work environment, employee relations and diversity issues. Consulted with management on findings and ways for them to sustain engagement.

Office of the Commissioner

Employee Development Center (EDC)



CEIT Classroom Training

The EDC is responsible for providing and coordinating all Department-wide initial training, requalifications, program development and assistance to facilities in the development of in-house training efforts and curricula. EDC is also responsible for the Department's Employee Assistance Program.

The past year is highlighted by the following accomplishments:

NEW STAFF/CEIT/BOTC TRAINING	
CEIT - COs	63
Teachers	9
Counselors	3
BOTC - P&P	18
Other	1

REFRESHER ACTIVITY	
Annual	1,571
Suicide Prevention	2,256
Use of Force	1,181
DTAC/Baton	282
TAC House	263

OTHER TRAINING HIGHLIGHTS	
Working with Female Offenders	144
Handle with Care	100
Emergency Preparedness Basic	176
Emergency Preparedness Command Level	50
Electronic Immobilization Devices	235

Bureau of Management Services



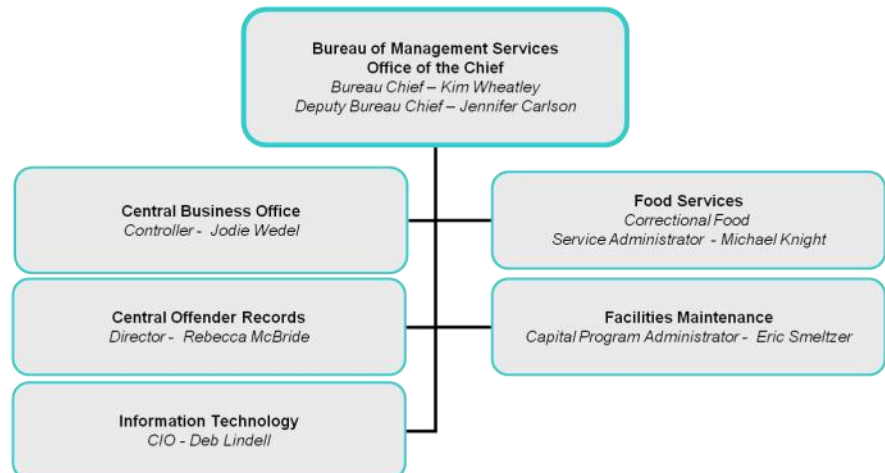
BMS Leadership Team
Rebecca McBride, Jodie Wedel, Michael Knight, Deb Lindell,
Eric Smeltzer, Kim Wheatley & Jennifer Carlson

The mission of the Bureau of Management Services is to provide direction, support and customer service to the various units of the Department by providing oversight regarding budget and fiscal management, purchasing, offender records, information technology, food services, facilities maintenance and construction.

Significant accomplishments for the past year include:

- Met targeted budget reductions through increased staff efficiencies within the Central Administration Building, preserving security and operational funding to ensure facilities remain safe and secure.

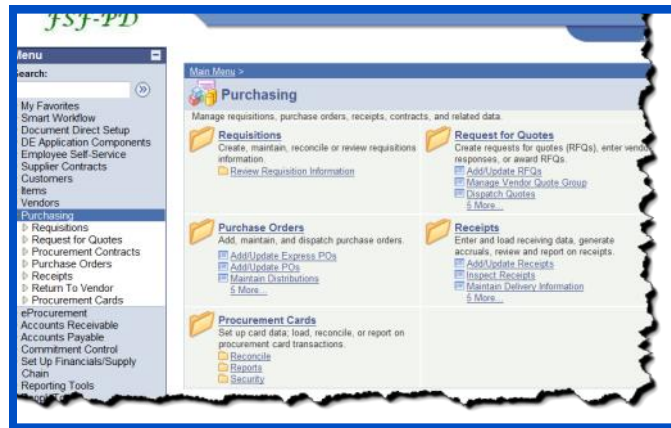
- Lead the State's participation in the 2010/2011 Energy Performance Contracting initiative. The Department selected an energy service company (NORESKO) which performed an energy audit of three Department sites: James T. Vaughn Correctional Center, Howard R. Young Correctional Institution and Sussex Correctional Institution. Energy saving measures identified are expected to reduce energy costs through the upgrade of aging building systems, including HVAC, Lighting and Plumbing.



Bureau of Management Services

Central Business Office

This unit is responsible for the Department's financial functions and related operations, including payroll processing, accounts payable and receivable, grant management, budget preparation, fiscal year close-out and start-up, Procurement Card (Pcard) management, vendor financial tracking, contracting and procurement, department-wide mail/courier services and fleet management.



During the past year, significant accomplishments of this unit include:

- Coordinated the implementation of First State Financials within the Department by creating job aids, conducting in-house training and providing assistance to departmental staff to resolve issues.
- Created an annual hazard duty/shift differential verification and certification process, to ensure that all employees receiving that compensation are eligible as per the State of Delaware Merit Rules.
- Developed a monthly Pcard reconciliation process for submission to the Division of Accounting; DOC was the only state agency to prepare and submit monthly Pcard reconciliations during FY 2011.
- Initiated electronic advertisement of bid notices as part of the State's pilot web-based procurement program.

Bureau of Management Services

Central Offender Records (COR)

This unit manages and maintains all inactive institutional and probation/parole offender records, as well as the active legal section of an offender's case files. COR has overall responsibility for all legal aspects of offenders from date of incarceration to release, as well as monitoring sex offender registration and victim notifications for the Department as required by the Delaware Code. COR serves as a centralized source of offender information.

During the past year, significant accomplishments of this unit include:

- Updated office technologies and implemented new business practices for receipt of legal paperwork, in order to better serve clients, Courts and Department facilities.
- Implemented use of the Automated Sentence Calculation module within the Delaware Automated Correction System (DACS), to reduce errors in the calculation of offender sentences.
- Created on-line training courses within the Department's Training and Education Development (TED) system to electronically address training and certification requirements for all business processes within the unit.
- Established a Spanish speaking phone line to improve customer service at the Central Administration Building.



Bureau of Management Services

Information Technology (IT)

This unit manages all aspects of delivering technology resources to the Department, and enhances functions through automation. IT partners with the Department of Technology and Information (DTI) for core technology requirements, such as electronic mail, offender telephone systems and housing for the infrastructure of the Department's primary application.

During the past year, significant accomplishments of this unit include:

- Developed new functionality for DACS through Automated Sentence Calculation module, including records management. This development improved efficiency of Central Offender Records work processes and improved storage of records.
- Enabled the automation of the full classification process, a key component to an offender's successful reintegration, into DACS. Information captured through this process also drives the State's re-entry initiative - I-ADAPT.
- Partnered with the Department's Educational Development Center (EDC) to create an on-line training enrollment and student tracking mechanism. Available to every employee and contractor, this tracking enables class registration on-line, as well as scheduling appropriate refresher courses on a set schedule.
- Interfaced DACS with the Department's medical vendor's online systems; in the coming year these services will expand to include e-Pharmacy (medication delivery) and EMR (electronic medical record) programs.



IT Computer Training Room

Bureau of Management Services

Food Services/Central Supply Warehouse

This unit prepares more than 8 million meals annually for offenders in all of the Department's facilities, and ensures proper and safe food handling by all employees. The unit provides meals which meet state and federal requirements ensuring well-balanced meals while working with the medical unit to address the special dietary and therapeutic food needs of offenders. The Central Supply Warehouse is responsible for delivering a variety of food service supplies, goods, materials and/or equipment, ensuring that items are distributed to all facilities in a timely and efficient manner.



Offender in the kitchen at
James T. Vaughn Correctional Center

During the past year, significant accomplishments of this unit include:

- Maintained a heart healthy diet for offenders, which reduced sodium, cholesterol and fat intakes and provided meals that are high in fiber. Our menu incorporated the new 2011 Dietary Guidelines to encourage and improve the overall health of offenders.
- Complied with Child Nutrition program requirements; this program provides reimbursement for providing nutritionally compliant components to all offenders who are under 21 years of age and meet the established criteria.
- Implemented the use of an institutional supply ordering process through DACS to provide real-time order information to the user, update ordering authority and products and provide a historical record of items purchased.
- Delivered over \$7.5 million worth of food and supplies to statewide facilities, driving 12,000 accident-free miles.

Bureau of Management Services

Facilities Maintenance

This unit is responsible for maintaining all of the Department's facilities, as well as some leased space. The unit participates in the design process and construction administration of all newly constructed facilities and minor capital improvements. Maintenance staff is versed in a wide range of technologies and areas of expertise in maintaining our facilities, which range in age from new to approximately 80 years old.

During the past year, significant accomplishments of this unit include:

- Completed more than 19,200 work orders to ensure ongoing operations of all Department facilities.
- Oversaw Phase IV of the Howard R. Young Correctional Institution (HRYCI) Masonry project, which consisted of rebuilding the masonry walls and storefronts of four outdoor courtyards. Phase V is currently underway, which comprises the remaining courtyards.
- Oversaw the completion of a new sprinkler system for V Building at the James T. Vaughn Correctional Center (JTVCC); bringing the building up to current fire code standards.
- Coordinated the design of the new HRYCI kitchen; which will begin construction during Fiscal Year 2012. The addition will add approximately 25,000 square feet to facility and will allow for more efficient meal preparation.



Facilities Maintenance employee making repairs with an offender

Bureau of Correctional Healthcare Services

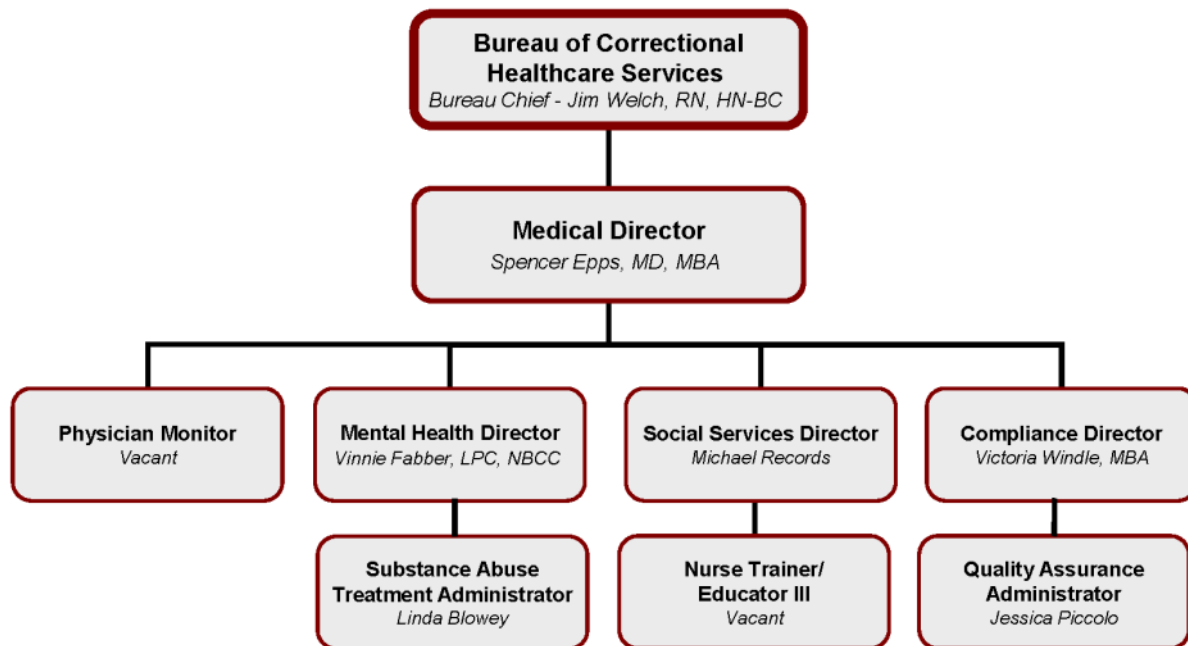


BCHS Leadership Team
Dr. Spencer Epps, Vinnie Fabber, Jim Welch

The Bureau of Correctional Healthcare Services (BCHS) is charged with maintaining and continuously improving the health status of the offender population while providing a safe working and living environment for offenders and staff. The Bureau also provides oversight of the daily operations of the contracted medical and mental health providers to ensure National Commission on Correctional Health Care standards are maintained.

The State of Delaware entered into a Memorandum of Agreement (MOA) with the United States Department of Justice (DOJ) in 2006. The BCHS is responsible for providing the DOJ with current information regarding the State's progress toward implementing the Department's Action Plan. The State of Delaware negotiated a modified extended agreement in December 2009. All provisions are now in partial or substantial compliance. Due to the State's significant progress in improving correctional health care, 38 percent the original provisions were removed from federal oversight in the revised MOA. DOC and the DOJ continue to collaborate to bring the State into full compliance with the MOA.

Bureau of Correctional Healthcare Services

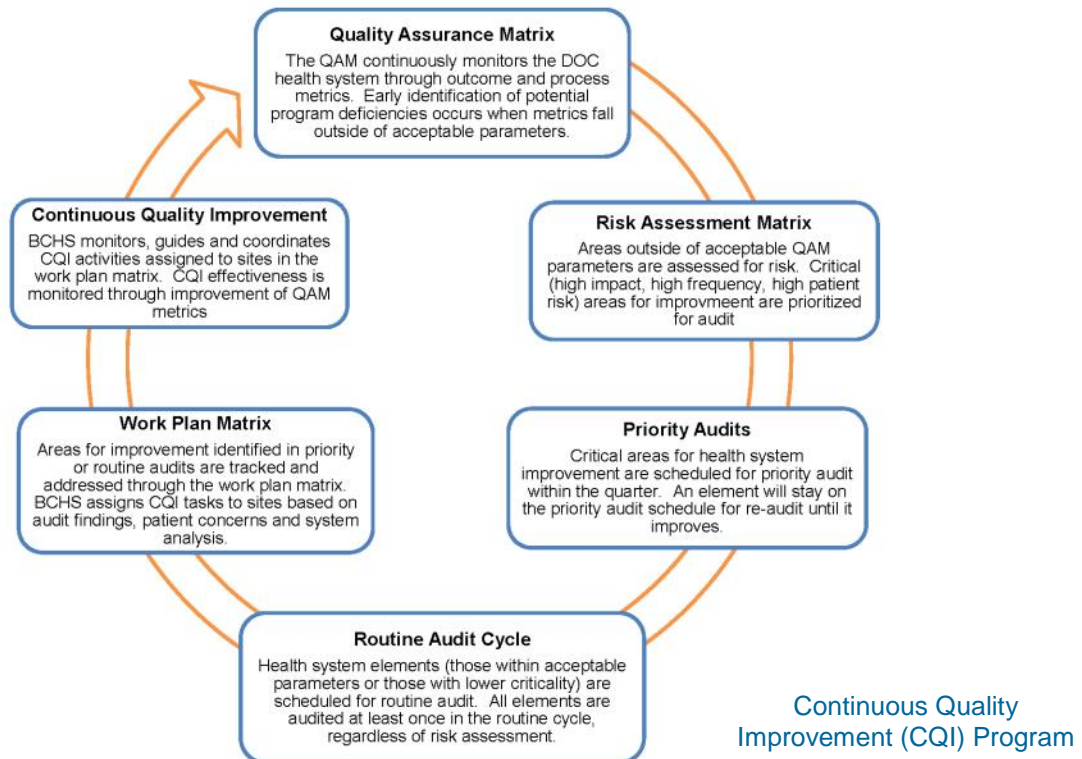


Significant accomplishments for the past year include:

Medical

- Developed and successfully implemented an evidence-based Continuous Quality Improvement Program to improve care in correctional facilities. Developed a web-based auditing program to build health system monitoring capacity.
- Implemented chronic care nurse leader positions at all Level V sites to coordinate chronic care clinics and to continue to improve patient outcomes.
- Since implementation of the Heart Healthy menu diet plan there has been a 31 percent increase in diabetics under good blood sugar control.
- Redesigned the way the Department provides dental services, increasing patient access to dental care and maintaining quality of care standards.
- Grew physician assistant clinical training program and developed a social work intern program in collaboration with local universities. Participated in training future correctional medicine clinicians in patient empathy and trauma-informed care.

Bureau of Correctional Healthcare Services



Medical (continued)

- Created discharge planning policy to connect patients with community resources and ensure continuity of care.
- Developed bureau staff Nurse Trainer position into patient health educator role. Patients are now being trained to partner with providers to maintain health and better manage chronic care conditions.
- Provided influenza immunizations to correctional officers and other DOC employees in partnership with the Division of Public Health.

Mental Health

- Established regular, documented supervision for all mental health counseling staff by a licensed clinical supervisor. We require that all mental health clinicians be licensed or actively working toward their licenses.

Bureau of Correctional Healthcare Services

Mental Health (continued)

- Worked with vendor to bring in four licensed psychologists who provide clinical oversight at the facility level. In addition, licensed psychologists are assigned to each site to provide clinical supervision, on-call crisis management and Psychiatric Close Observation (PCO) monitoring.
- Established schedules for routine counseling visits, sick calls and referrals to ensure they occur in a timely manner.
- Increased psychiatric care hours in DOC facilities, as well as added regular psychiatric care providers at each site. Also, an active and responsive director of psychiatry oversees the psychiatric care providers.
- Developed a comprehensive policy to provide for standardization of programming requirements, screening, admission, and release planning for special needs offenders.
- Developed and implemented a Mental Health Awareness Program for all DOC staff who work directly with Offenders who have mental health concerns.
- Developed multidisciplinary transition plans with input from Delaware Psychiatric Center and DOC, including security, medical, and mental health staff that are provided to the Court prior to offenders returning to the DOC.
- Developed a relationship with the DSAMH Eligibility and Enrollment Unit and implemented cooperative planning on multiple occasions to identify structured care for mental health patients being released into the community.
- Attended and participated in Delaware Psychiatric Center (DPC) monthly meetings to address concerns and review progress of offenders presently housed in the Mitchell Building at DPC.
- Began quarterly meetings between DOC treatment and mental health providers and DSAMH and their contracted providers to identify and address barriers to providing continuity of care.
- Initiated a pilot sex offender program provided by an individual credentialed in sex offender treatment. The program serves 20 individuals, who are generally between 12 and 18 months of release and are in need of assessment, monitoring, and treatment prior to transitioning to the community environment. This new pilot has raised the clinical standard and is intended to provide additional continuity with community providers.

Bureau of Prisons

Delaware's Level V prisons include James T. Vaughn Correctional Center (JTVCC) in Smyrna, Sussex Correctional Institution (SCI) in Georgetown, Delores J. Baylor Women's Correctional Institution (BWCI) in New Castle, and Howard R. Young Correctional Institution (HRYCI) in Wilmington.

The Bureau is also responsible for the Transportation Unit, Correctional Emergency Response Team (CERT), K-9 Units, Delaware Correctional Industries (DCI), Prison Arts, Prison Education, and the Young Criminal Offender Program (YCOP).

The Bureau of Prisons partners with multiple state agencies operating a variety of offender programs.

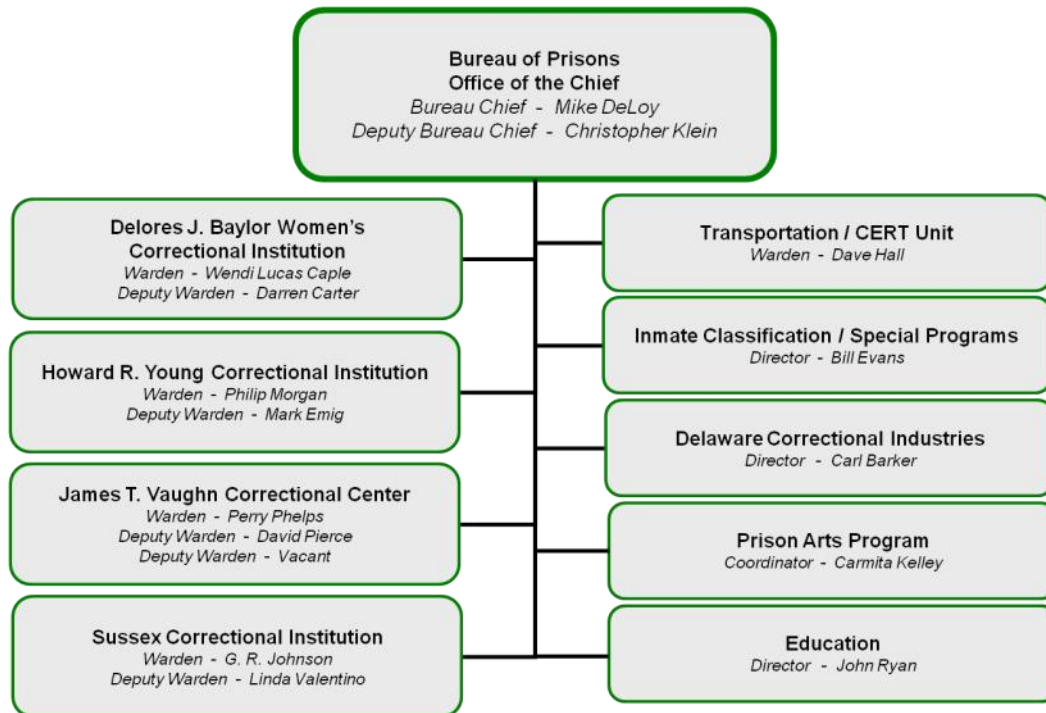
Significant accomplishments for the past year include:

- The "Men with a Message" program at JTVCC trains, certifies, and employs a dozen offenders in Braille translation, Nemeth (math & science), Nemeth Proof Reader, foreign language translation, Literary Proof Reader, Text Book Formatting, and Braille Music Transcription services. This program produced over 80,000 pages of translated material in calendar year 2010; they reached the milestone of 300,000 pages of Braille Transcription, and have provided over 700,000 pages of work since program inception in 1989.



BOP Leadership Team
Christopher Klein and Mike Deloy

Bureau of Prisons



- In FY 2011, HRYCI instituted a new offender education model by devoting an entire housing tier to intense academic activities. The boarding school concept was initiated in cooperation with the Department of Education as an additional option of providing education services in a prison environment.
- The Department of Labor "Prison-to-Work" and Apprenticeship programs offer offenders the opportunity to learn a trade skill in anticipation of post-incarceration employment.
- The Department of Education provides multiple academic and vocational study opportunities.
- Prison Arts classes offered at JTVCC serve approximately 120 to 160 offenders annually. In FY 2011, 30 pieces of art work were sold from a stored collection of approximately 300 pieces. Offender artists earn a commission on each sale, after program costs are deducted from the sales price.

Bureau of Prisons

- DCI collaborates with the Office of Management and Budget, Fleet Services to maintain the state fleet. DCI also provides products and offender work crews to support state projects at Legislative Hall. Additionally, DCI manufactures, delivers and installs office furniture/office systems for various state agency and court offices.



Maintenance work on Fleet vehicle at JTVCC



Recycle for Sight Program at SCI

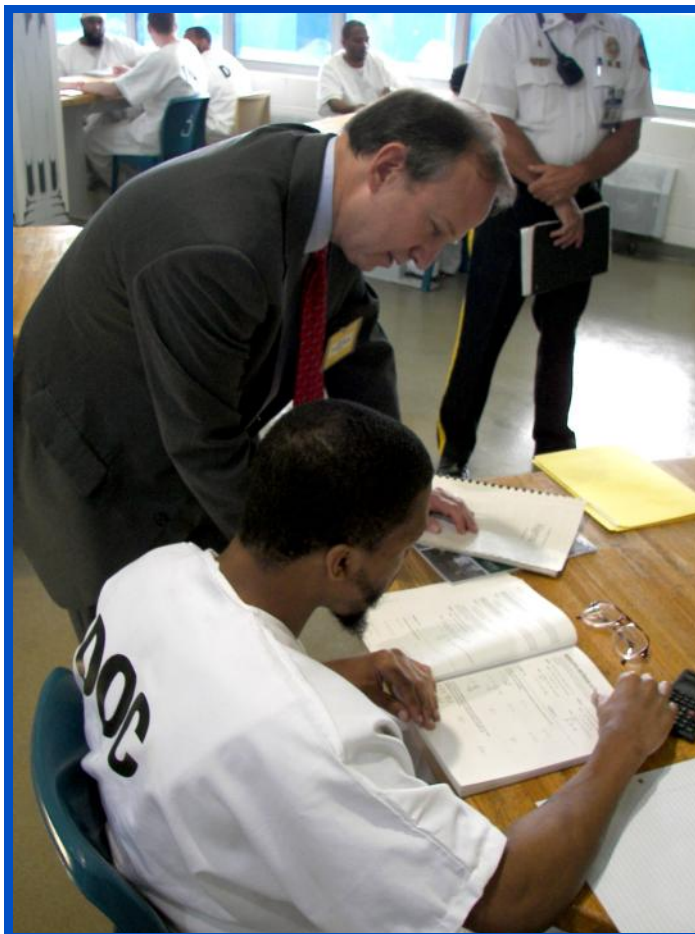
- SCI operates the “Recycle for Sight” Program supporting the Lion’s Club with a lifer’s group project. The project consists of sorting, cleaning, reading prescriptions, and preparing donated eyeglasses for distribution to third world nations. More than 525,000 pairs of eyeglasses have been processed since the program’s inception in 1983; the program currently employs 19 offenders.

Bureau of Prisons

In an effort to monitor the pulse of offender complaints, BOP deploys an automated offender grievance system. Forty-two separate grievance case “reason codes” are tracked to monitor prison activities. Offenders filed 12,019 cases in FY 2011 versus 12,157 cases in FY 2010. This favorable trend represents 138 fewer cases or a 1.1 percent case reduction.

In support of the Judicial Branch court calendars, the Transportation Unit conducted 36,275 offender transports to various state courts in FY 2011. This volume of activity represents an increase of 1,579 transports over FY 2010 levels.

In addition, BOP operates 12 videophones within its institutions to minimize offender transports to the court system. FY 2011 annual Delaware Court videophone usage totaled 16,397 sessions or 71 percent of the total videophone resource.



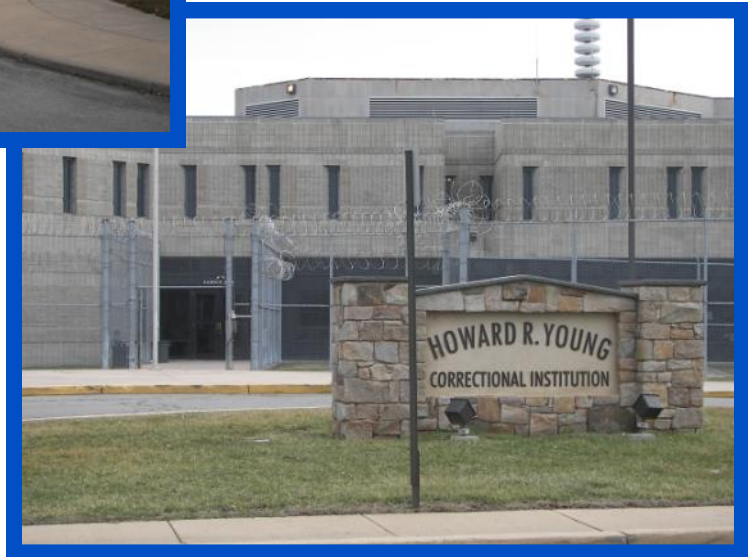
Governor Markell talking with an offender in the HRYCI boarding school

In conjunction with Executive Order 7- Reducing Recidivism and Creating the Individual Assessment, Discharge and Planning Team (I-ADAPT), the Bureau of Prisons collaboratively works with the Department of Labor, Delaware State Housing Authority, Department of Education, and the Department of Health and Social Services on assessing needs, creating service plans, and providing release plans for the offender population that is preparing to be discharged from the custody of the Department of Correction.

Bureau of Prisons - Facilities



Delores J. Baylor Women's Correctional Institution



Howard R. Young Correctional Institution

Facility Name & Address	Year Opened	Design Capacity	Operating Capacity	Population on June 30, 2011
Delores J. Baylor Women's Correctional Institution 660 Baylor Blvd New Castle, DE 19720 Female Offenders Only	1991	200	320	402
Howard R. Young Correctional Institution 1301 East 12 th Street Wilmington, DE 19801 Male Offenders Only	1982	867	1,180	1,506

Bureau of Prisons - Facilities

Facility Name & Address	Year Opened	Design Capacity	Operating Capacity	Population on June 30, 2011
Sussex Correctional Institution Route 113 Georgetown, DE 19947 Male Offenders Only	1931	948	1,149	1,053

James T. Vaughn Correctional Center 1181 Paddock Road Smyrna, DE 19977 Male Offenders Only	1971	2,146	2,601	2,522
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Sussex Correctional Institution



James T. Vaughn Correctional Center

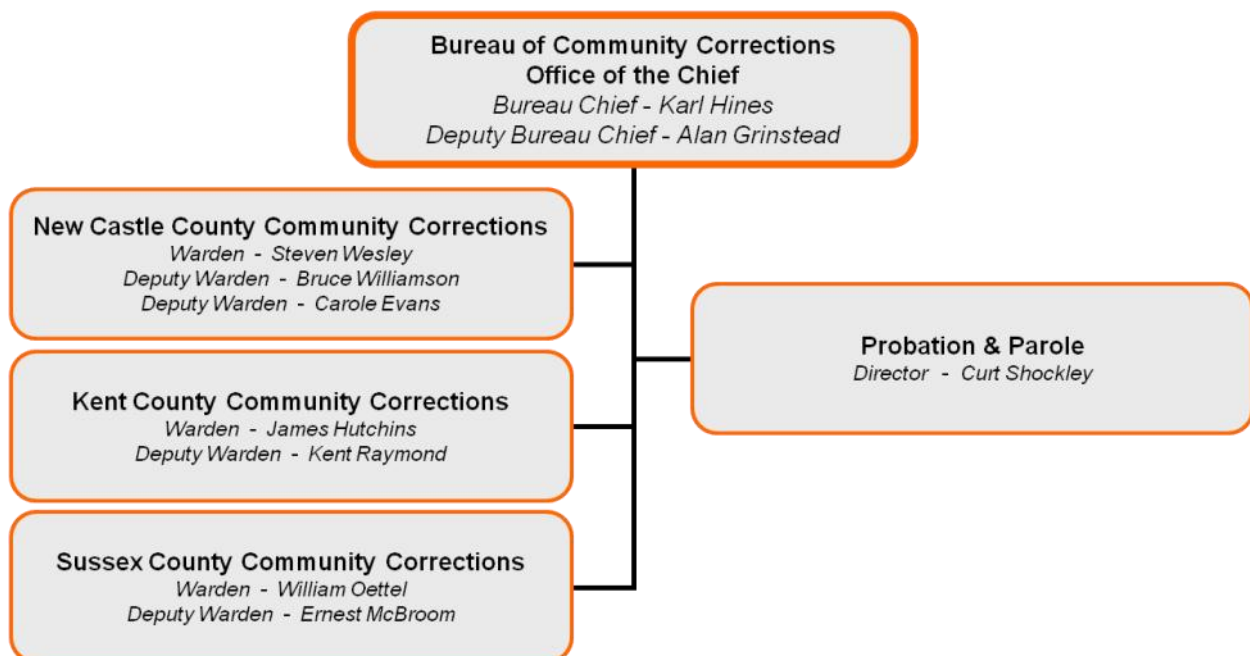
Bureau of Community Corrections



BCC Leadership Team
Alan Grinstead & Karl Hines

The mission of the Bureau of Community Corrections is to protect the public by supervising adult offenders assigned to the Bureau through safe and humane services, programs and facilities. To promote long term public safety through programs of rehabilitation for offenders that promote self-sufficient, law abiding behavior and provide a range of correctional programs necessary to meet the needs of both society and the

individual while enforcing court ordered sanctions in the least restrictive environment consistent with public safety. These goals are accomplished while supervising offenders in seven Level IV facilities and within the community.



Bureau of Community Corrections

PROBATION AND PAROLE

The Probation and Parole agency is responsible for supervising approximately 17,000 individuals under Levels I-III and Level IV home confinement. P&P has employees in 7 office locations plus intake staff that are located in the Courthouse of each County.

During the past year, significant accomplishments of this unit include:

- The Governor's Task Force and Operation Safe Streets programs, which teams police officers with probation officers, continues to operate and provides enhanced supervision to high risk offenders. The collaborating agencies include the Delaware State Police, New Castle County Police, City of Wilmington Police and City of Dover Police.
- Probation and Parole expanded its presence in Wilmington's Safe Streets Program by adding two additional Probation and Parole Officers, bringing the total of officers assigned to four. As a part of this expansion, we are participating in Operation Pressure Point which is designed to curtail the shootings and violence in Wilmington.
- Collaborated with the Division of Substance Abuse and Mental Health to provide substance abuse and dual diagnosis assessments and treatment to probationers. These assessments are completed for those offenders who have been court ordered as well as those offenders that have demonstrated a need for treatment.
- P&P has continued its partnership with the University of Delaware on a two year research project called *Decide Your Time*. This is an enhanced urinalysis project where the focus is on weekly randomized drug testing and graduated sanctions.
- Supervised 430 individuals using electronic monitoring devices which include radio frequency, cellular radio frequency, GPS, voice identification and Transdermal Alcohol Detection - random alcohol monitoring. By law, GPS supervision includes all Tier 3 sex offenders under probation supervision. The electronic monitoring unit operates its own Monitoring Center responsible for supporting the supervision of those under supervision 24 hours a day and 7 days a week.
- Supervise specialized caseloads consisting of Sex Offenders, Domestic Violence, CREST Aftercare, Mental Health Court and Boot Camp.

Bureau of Community Corrections

NEW CASTLE COUNTY COMMUNITY CORRECTIONS

New Castle County Community Corrections consists of the Plummer Center, Webb Community Correction Center and the Women's Work Release Treatment Center. During the past year, there have been major changes and offender movement at these three facilities in order to consolidate treatment services and make the operations more consistent and efficient. As a result of this movement Webb houses all Phase 3 CREST work release, all female Level IV offenders in New Castle County are housed at the Women's Work Release Center and Plummer Center is a male Work Release Center. As a part of a re-organization within the department's CREST program, all CREST Phase 1 and 2 male offenders were transferred to Central Violation of Probation Center and all Phase 3 CREST male offenders were transferred to Webb Community Correction Center.

During the past year, significant accomplishments of this unit include:

- NCCCC had 3,369 offenders complete 21,544 hours of community service. The community service hours completed equates to \$156,200 of work at minimum wage salary.
- NCCCC continues to cut 90 acres of grass at Riverview Cemetery.
- All offender main files were relocated to the NCCCC facility where the offender is housed to save costs and for the purpose of consolidation.
- The first ever all female road crew project was initiated at the Women's Work Release Treatment Center
- The Inside-Out college program associated with the University of Delaware continues to operate at the Women's Work Release Treatment Center.



Recovery Day at Women's Work Release Treatment Center

Bureau of Community Corrections

KENT COUNTY COMMUNITY CORRECTIONS



KCCC Offenders lay headstones at the Summit Bridge Veteran's Cemetery



Kent County Community Corrections consists of the Central Violation of Probation Center (CVOP) and the Morris Community Correction Center.

Kent County Community Corrections completed the state-wide consolidation initiative of the primary and secondary phases of the Crest therapeutic drug treatment program at the CVOP. The combination of the two phases at one location should create a more sound therapeutic community which ultimately should increase the percentage of successful completions. Upon successful completion of the initial two phases at CVOP, offenders are then transferred to one of the three work release facilities for the third phase of treatment. The third phase is the work release phase. Typically, offenders are placed in a work release center located within the county they intend to reside in upon release.

Senior Probation and Parole Officer Doreen Williams took the initiative to update the offender library at the CVOP. She increased the library's book inventory through various donations and acquired the additional equipment needed for it to adequately function. The updating of the library has served as an essential component in offender development, and has had great success since being re-opened.

Bureau of Community Corrections

SUSSEX COUNTY COMMUNITY CORRECTIONS

Sussex County Community Corrections (SCCC) is comprised of the Sussex Work Release Center and Sussex Violation of Probation Center (SVOP). SCCC operates a farm on the grounds of the complex with the food being provided to DOC facilities and non-profits. SVOP operates as a “military style work camp” that primarily houses technical probation violators in a Level IV setting. At the SVOP Center, there is a concentration on community service projects and offenders are expected to work while in custody.

Significant accomplishments of this unit include:

- Wood Splitting - offenders cut wood into firewood which is provided to Delaware State Parks to be sold to campers as firewood. Offenders performed 5,827 hours of community service and donated 12 cords of cut wood.
- Serviced 260 state owned vehicles at SCCC and 3,654 hours of community service were completed.
- Grass Cutting program provided 23,242 hours of community service hours.
- Offenders performed 1,983 hours of community service hours in the Venison Butcher Shop program and 11,824 pounds of meat were donated to the Feed the Hungry Program.
- Offenders performed 4,620 hours of community service by collecting boat shrink wrap for recycling from the State’s boat yards and generated \$5,779 in revenue while doing so.
- In support of the farm and to ensure crop pollination, a Bee Keeping project was introduced in 2006. This year, the Bee Keeping project generated 211 pounds of honey.



Offender unpacks produce from the SCCC farm for use in the JTVCC kitchen

SCCC projects provide valuable hours of community service to the local communities while teaching offenders responsibility and job skills. Combined, these projects resulted in a total of 160,401 hours of community service to the community, at minimum wage this equates to \$1,162,910 worth of work performed.

Bureau of Community Corrections Facilities

**John L. Webb Community
Correction Center
200 Greenbank Road
Wilmington, DE 19808**

Webb first opened as a correctional facility in 1932. In 2007, the facility was converted to a Level IV community correctional center with an operating capacity of 109 beds. The facility now houses the work release phase of the CREST substance abuse treatment program.

**New Castle County Women's
Work Release Treatment Center
660 Baylor Boulevard
New Castle, DE 19720**

The New Castle County Women's Work Release Treatment Center is the State's first Level IV center dedicated to substance abuse treatment for the female offender population. Eighty-eight beds are available for women to participate in the CREST residential treatment program. The facility opened in 2005 and has a bed capacity of 96.

**Northern New Castle County Adult
Probation & Parole Office
314 Cherry Lane
New Castle, DE 19720**

This facility opened in January 2008. From this location staff supervise SENTAC Levels II, III and IV offenders in the community. Specialized caseload supervision at this facility includes sex offenders, domestic violence, Boot Camp and CREST Aftercare. This office is also the base for Safe Streets and the Governor's Task Force units throughout New Castle County.

**Plummer Community Correction Center
38 Todds Lane
Wilmington, DE 19805**

The Plummer Community Correction Center opened in 1972. The facility manages and supervises male and female offenders who are participating in work release or intensive community supervision.

**New Castle Probation & Parole
26 Parkway Circle
New Castle, DE 19720**

The New Castle Probation & Parole office opened in 1996. It supervises Levels II and III offenders in the mid to southern part of New Castle County.

Bureau of Community Corrections Facilities

Central Violation of Probation Center 825 Smyrna Landing Road Smyrna, DE 19977

The Central Violation of Probation Center is a 250-bed Level IV facility housing the CREST residential drug treatment program. It opened in 2000.

Dover Probation & Parole 511 Maple Parkway Dover, DE 19901

The Dover Probation and Parole office relocated to its current address in 1994. Probation and Parole officers supervise Levels I - IV offenders in the community. Specialized caseloads include sex offenders, domestic violence, Boot Camp and CREST Aftercare. The Kent County Governors Task Force and Dover Safe Streets operations are supervised at this location along with administrative caseloads such as intake, institutional release, Level I, and pre-trial.

Morris Community Correction Center 300 Water Street Dover, DE 19901

The Morris Community Correction Center was renovated in 1999 to a 150-bed, Level IV facility, housing both male and female offenders. The offenders participate in the CREST substance abuse treatment or work release program.



Bureau of Community Corrections Facilities

Georgetown Probation & Parole 546 South Bedford Street Georgetown, DE 19947

Georgetown Probation and Parole has been housed at the Georgetown State Service Center since 1995. Standard Level II and Level III offender caseloads are supervised at this location. In addition, other specialized caseloads are supervised at this location including Boot Camp, CREST/TASC, domestic violence, and sex offenders.

Georgetown Day Reporting Center 22883 DuPont Blvd Georgetown, DE 19947

The Georgetown Day Reporting Center opened in the fall of 1997. The Sussex County Governor's Task Force and the Sussex Street Unit operations are supervised at this location as well as the Sussex County Electronic Monitoring Program.

Seaford Probation & Parole Shipley State Service Center 350 Virginia Avenue Seaford, DE 19973

Seaford Probation and Parole has been housed at the Shipley State Center since 1986. In addition to Standard Level II and Level III offender caseloads, the following specialized caseloads are supervised at this location: CREST/TASC and sex offenders.

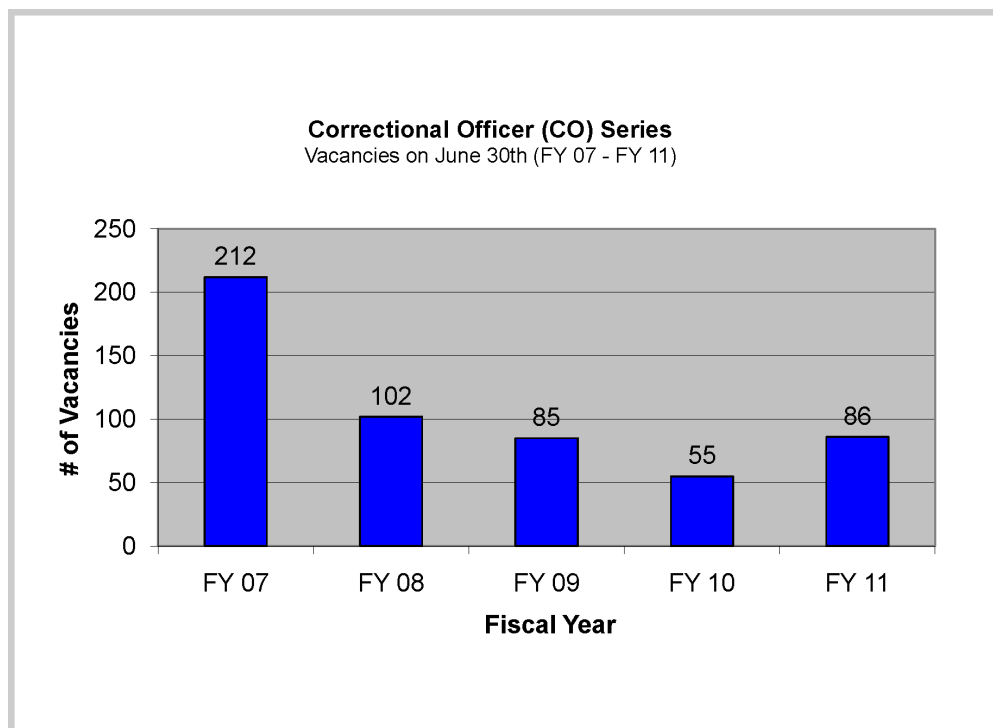
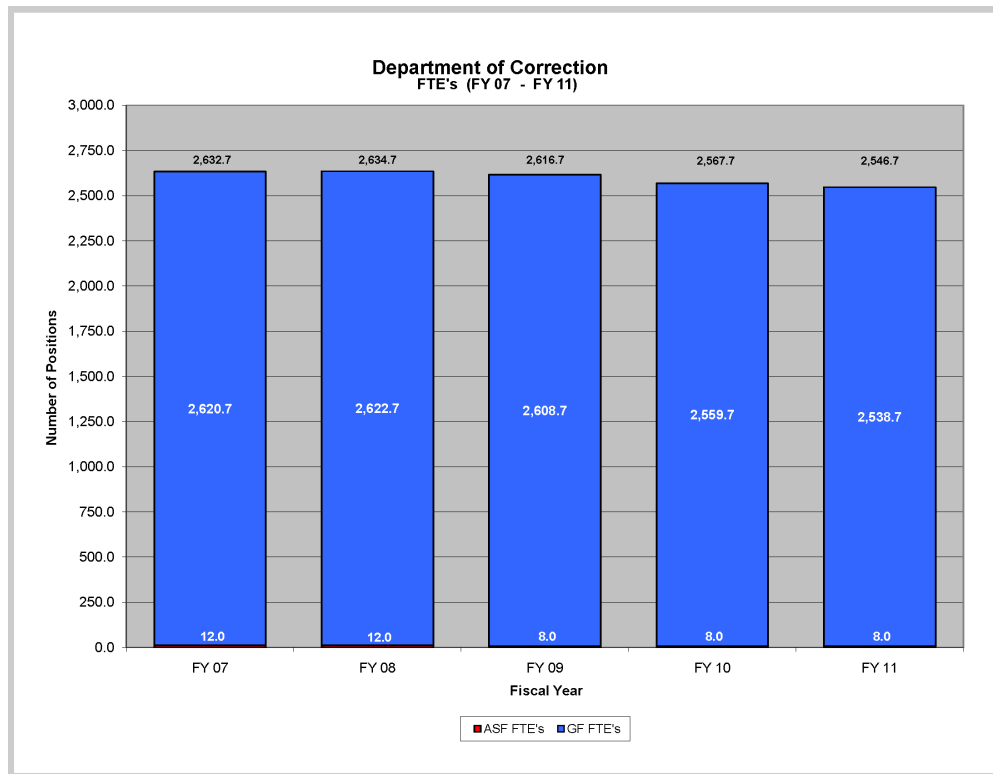
Sussex Work Release Center 23207 DuPont Blvd Georgetown, DE 19947

The Sussex Work Release Center opened in 1989 and has an operating capacity of 248. It houses male and female offenders who are participating in CREST residential treatment work release program.

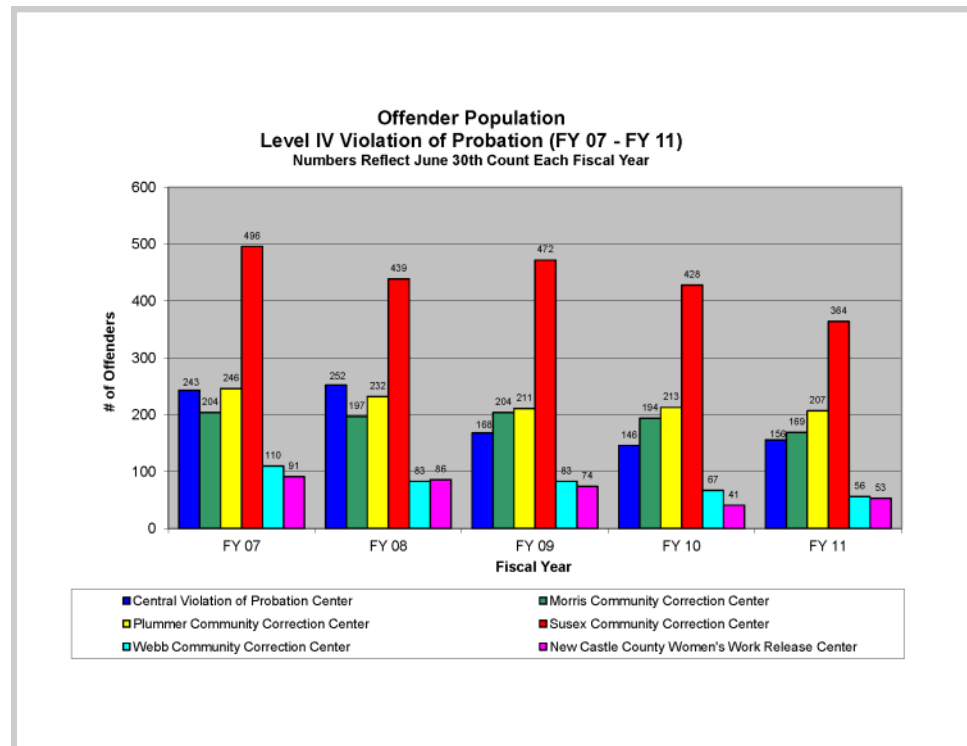
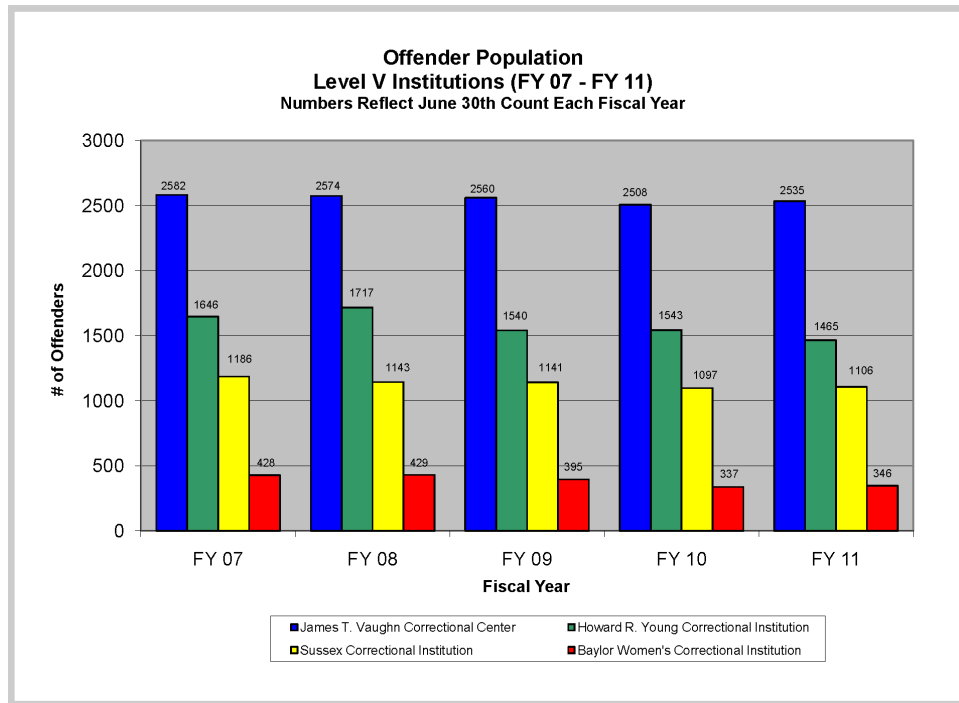
Sussex Violation of Probation Center 23207 DuPont Blvd Georgetown, DE 19947

The Sussex Violation of Probation Center opened in 1999 and has an operating capacity of 250. It is a Level IV facility for offenders who have violated the terms of their probation. The violations are technical rules of their supervision, not the commitment of new criminal offenses. The SVOP operates under a highly regimented program of discipline, behavior modification and community service.

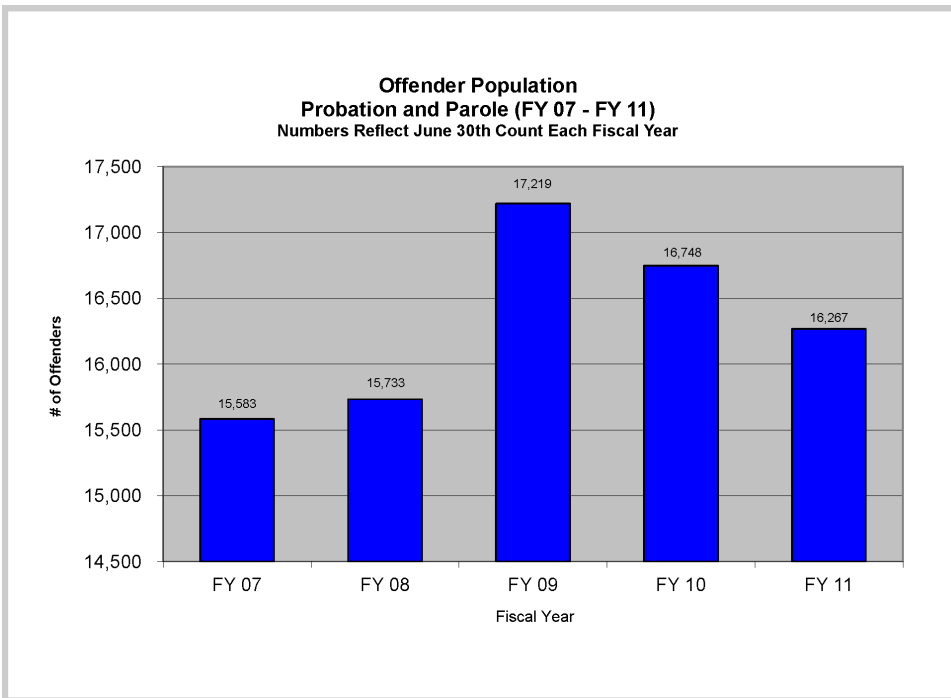
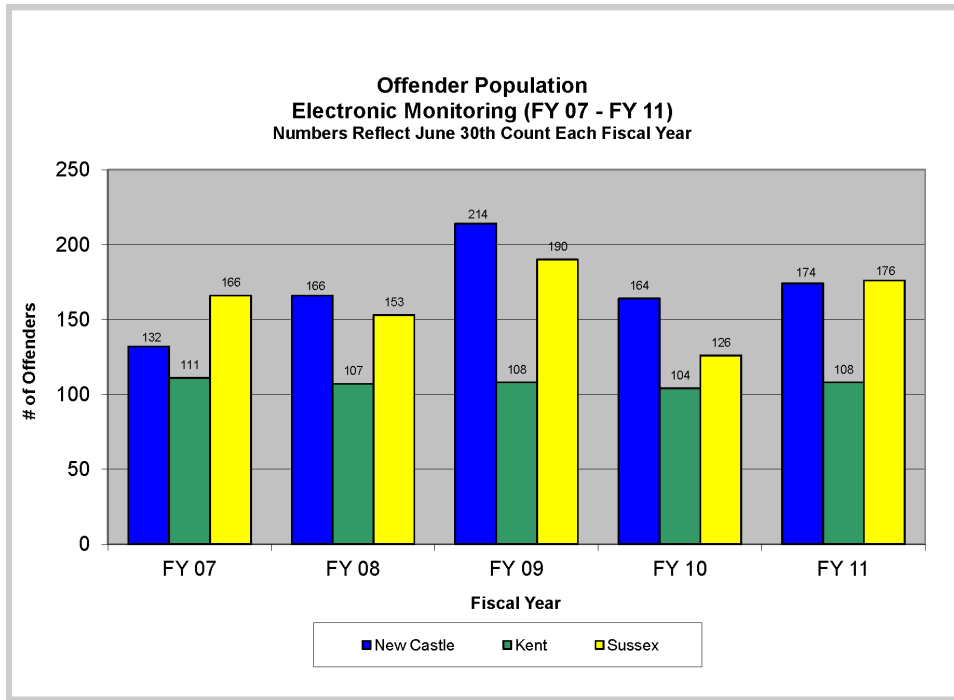
Department Staff & Vacancies



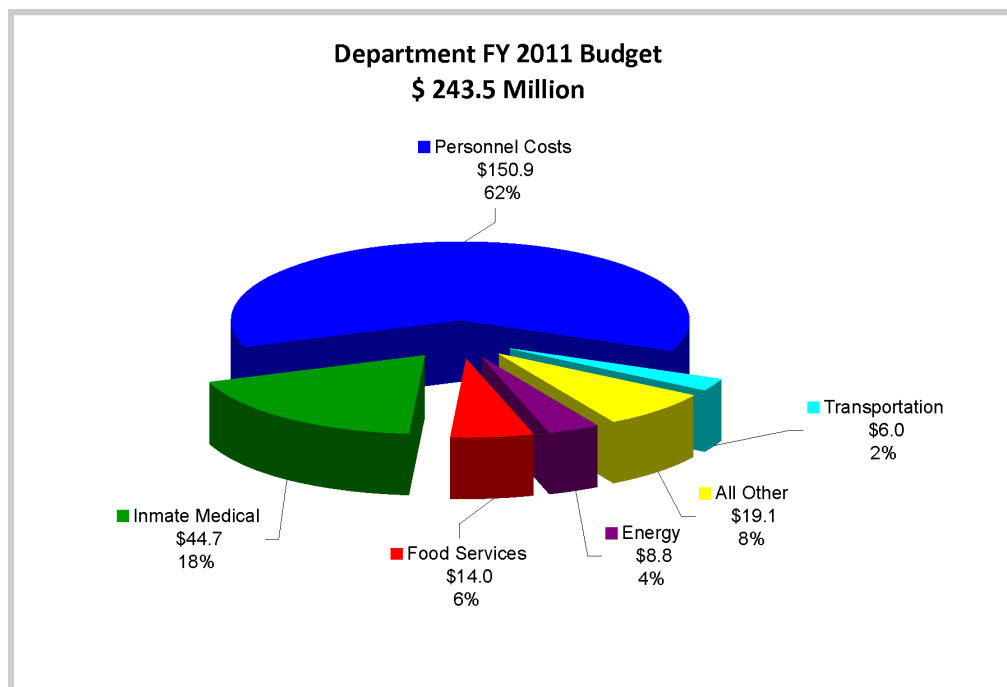
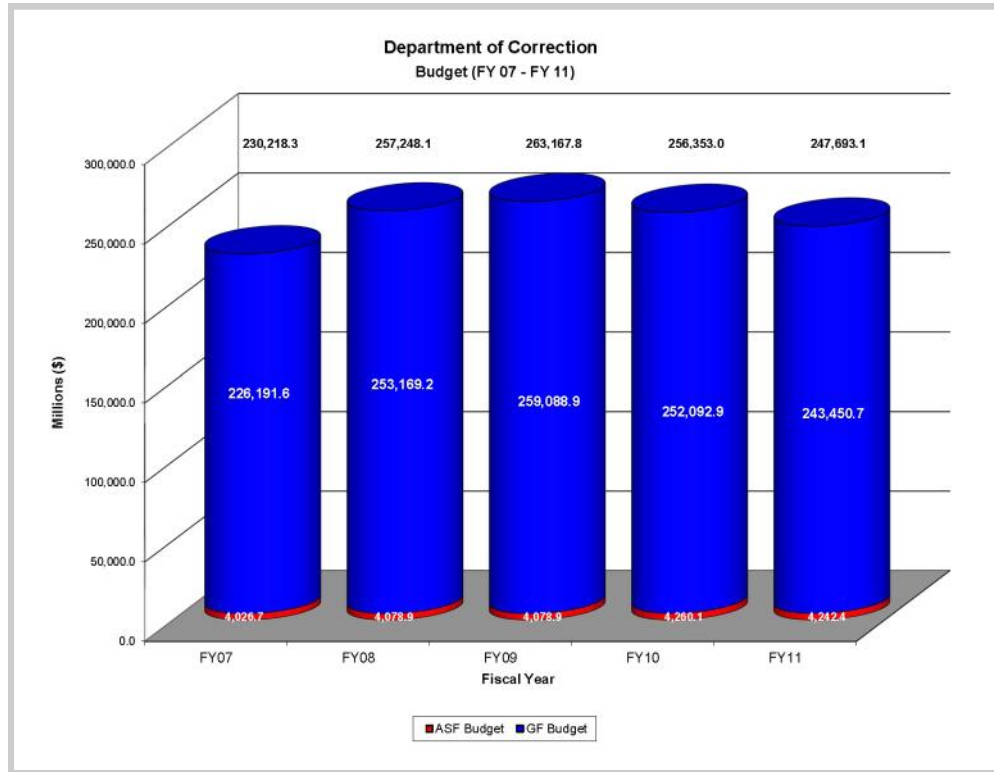
Population Statistics



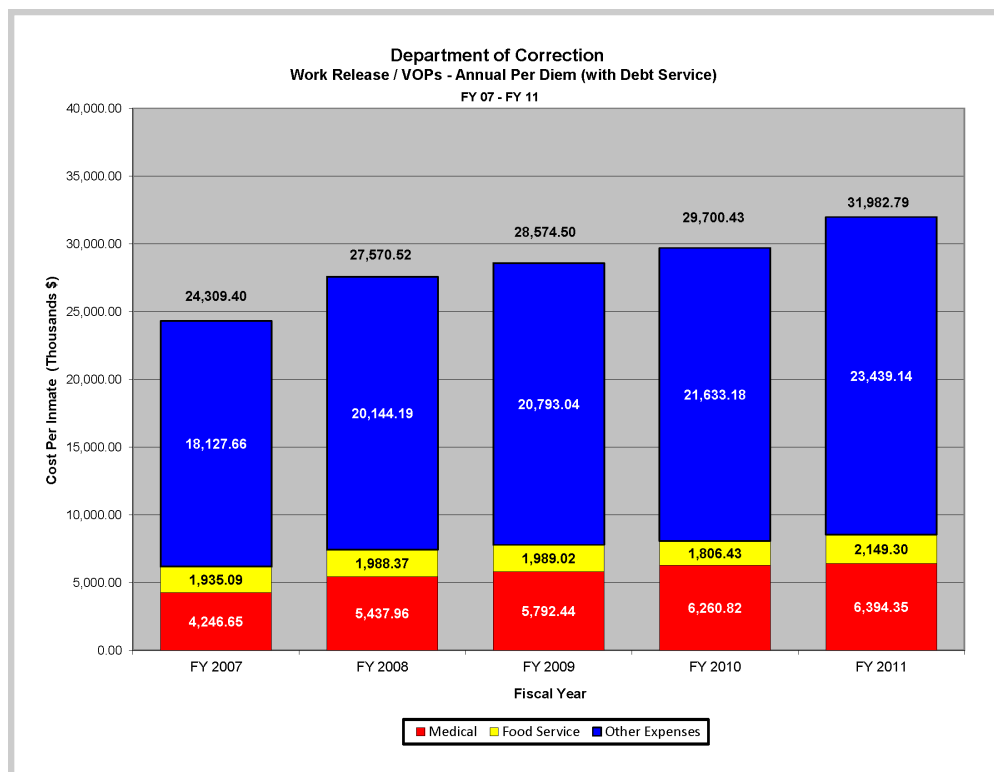
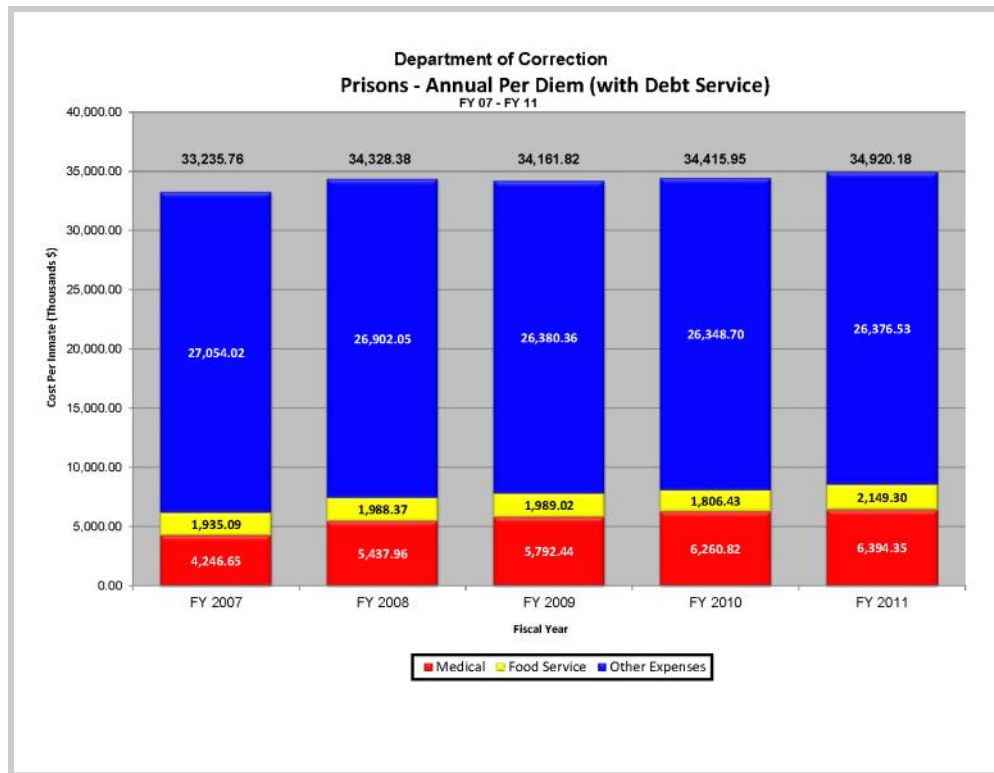
Population Statistics



Department Budget



Department Budget

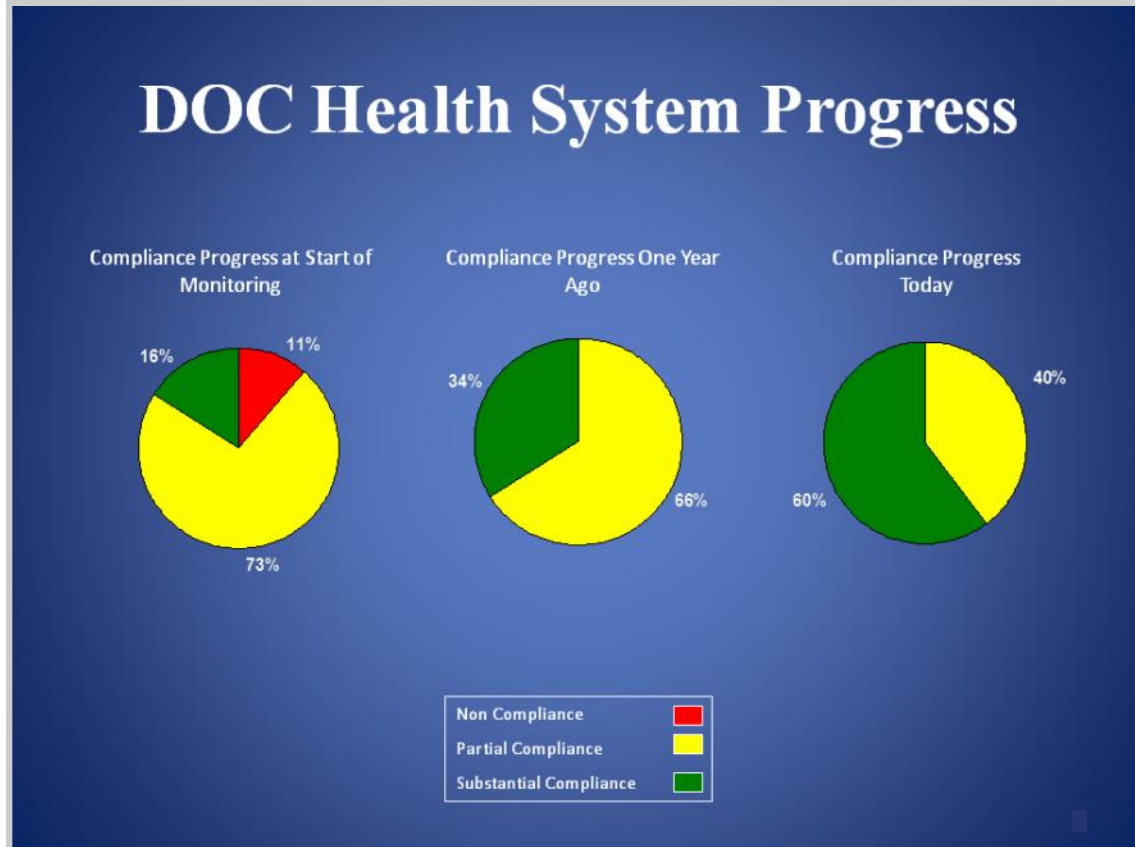


Department Healthcare System

First Graph: Since the inception of the Memorandum of Agreement (MOA) in 2006, DOC has made significant progress in the development of a high quality healthcare system for offenders. At the beginning of the MOA, DOC had in place a basic offender healthcare system, with mixed quality (partial compliance) across the majority of healthcare services provided. Some critical healthcare services or systems were non-existent (non-compliant).

Second Graph: DOC created the Bureau of Correctional Healthcare Services (BCHS) staffed by a medical director and clinical quality subject matter experts. This resulted in a two-fold increase of health services in substantial compliance with the MOA and the creation of previously non-existent health system elements.

Third Graph: Over the past year, DOC and BCHS have again doubled the number of health services in substantial compliance with the amended MOA, and accelerated the pace of full compliance through continuous quality improvement. This has resulted in a dynamic healthcare system that provides offenders a high standard of comprehensive care. For offenders returning to the community, this has a significant positive impact on public health, particularly in traditionally under-served communities.



Offender Programs

Substance Abuse Treatment Through Therapeutic Communities

Program Name	Location	Beds	Program Length	Clients Served	Daily Programming
Greentree	SCI	56	6-9 months 12-18 months	Adult males	In Prison Therapeutic Community
Greentree	JTVCC	175	16 months	Adult males	In Prison - Modified Therapeutic Community
Key North	HRYCI	200	9-18 months	Adult males	In Prison - Modified Therapeutic Community
Key Village	BWCI	58	12-18 months	Adult females	In Prison - Modified Therapeutic Community
Key South	SCI	120	9-18 months	Adult males	In Prison - Modified Therapeutic Community
CREST North	Webb	76	3-5 months	Adult males	Modified Therapeutic Community
CREST North for Women	WWRTC	64	6-9 months	Adult females	Modified Therapeutic Community
CREST Central	MCCC	56	3-5 months	Adult males	Modified Therapeutic Community
CREST CVOP	CVOP	200	3-5 months	Adult males	Phase I & II Crest Modified Therapeutic Community
CREST South	SCCC	90	3-5 months	Adult males & females	Modified Therapeutic Community
Aftercare Services	New Castle, Kent and Sussex Counties	300	6-9 months	Adult males & females who have completed a Key or CREST program	Outpatient Counseling and Case Management
6 for 1 Detentioner Program	HRYCI	80	Up to 45 days	Adult Males – Jail or Detention program only	Modified Therapeutic Community
Boot Camp	SCI	100	6 months	Adult males and females	Substance Abuse / Pro-Social Education
YCOP	HRYCI	40	6 months or more	Juvenile males from ages 16 - 18	In Prison Therapeutic Community

Offender Programs

Treatment

In addition to the many programs available to offenders to address their issues with substance abuse and their educational/vocational needs, DOC counselors provide treatment through a multitude of groups and through individual counseling sessions to enhance the offender's rehabilitation. Treatment opportunities are also made available through the many committed volunteers who conduct programs inside the prisons.

Treatment Programs

*Pre-Release Programming ♦ Project Aware ♦ Child, Inc.
Narcotics Anonymous ♦ Alternatives to Violence
Family Problems ♦ Thresholds ♦ Thinking For a Change
Alcoholics Anonymous ♦ Greentree ♦ Gamblers Anonymous
NAACP ♦ Braille ♦ Substance Abuse Reality ♦ Victim Sensitivity
Parenting ♦ Goal Setting ♦ Self-Esteem ♦ Public Speaking
Leadership*

Religious Services

The Delaware Department of Correction (DOC) provides a wide range of faith-based programs to all offenders in state correctional facilities. Religious services and programs ensure that offenders have the opportunity to practice the basic tenets of their religion. Religious services and programs promote high morals, encourage positive lifestyle changes and can play a critical role in an offender's rehabilitation.



Offenders worshipping in the chapel at SCI

Full or part-time chaplains serve each of Delaware's Level V facilities, and more than 800 individuals volunteer their time, talent and energy to provide these services.

Offender Programs



Prison Adult Education

The Department of Education (DOE) is responsible for Prison Adult Education.

Offenders may also earn Certificates of Educational Attainment (CEA) and enroll in courses offered through Delaware State University or the Annenberg/Corporation for Public Broadcasting telecourses.

Offender Programs

The following educational programs are offered:

- Adult Basic Education (ABE)
- General Educational Development (GED)
- High School Diploma (offered through James H. Groves)
- Postsecondary education
- Life Skills
- English as a second language
- Vocational skills in computers, carpentry and masonry

Programs Offered	
Number tested to determine educational needs	1,920
Number enrolled in Academics, Vocation and Life Skills	1,920
Number of College Courses completed	137
Number of GEDs earned	168
Number of HS Diplomas earned	38
Number of Certificate of Educational Attainments	784
Number of Vocation Certificates	287
Number of Life Skills completed	400

“Inside-Outside” College Course

The Department of Correction and the University of Delaware (UD) have teamed up to bring together college students and sentenced offenders to learn and exchange ideas. The program has received national recognition for higher education programs in the Special Populations category.

The course “Drugs and the Criminal Justice System: An Inside-Outside Perspective” is taught at the Women's Work Release and Treatment Center in New Castle and the Howard R. Young Correctional Institution in Wilmington. It has been taught since 2005 and over 100 UD students and 80 offenders have completed the course.

Staff Awards & Recognition

2010 DOC Employees of the Year



Staff Employee of the Year
John Oldigs



Supervisor of the Year
Carol Jefferson



**Correctional Officer
'New Badge' of the Year**
Leonard Kotowski



Commissioner's Award
Truman Mears



**Probation Officer
'New Badge' of the Year**
Brandon Esbenschade



**Probation & Parole
Officer of the Year**
Greg Morehart



Correctional Officer of the Year
Don Catalon & Ray Coppage

Staff Awards & Recognition

2010 Delaware Award for Excellence and Commitment in State Service

DOC employees John Oldigs and Greg Morehart were selected as the Delaware Award for Excellence and Commitment in State Service recipients. They competed with employees all over the State for the award. The award exemplifies the highest standards of excellence and commitment in state service.



Greg Morehart & John Oldigs pictured with Commissioner Danberg

Governor's Team Excellence Award Nominees



Michael Records, Jim Welch, John Oldigs, Vinnie Fabber, Jessica Piccolo, Sara Myers, Victoria Windle & Dr. Spencer Epps pictured with Commissioner Danberg
(Aaron Goldstein not pictured)

This award recognizes a group of employees for their efforts to use continuous quality improvement tools to excel in leadership, team dynamics and communication to produce superior customer service and tangible results. The Department's nominee was the Bureau of Correctional Healthcare Services staff.

Commissioner's Outstanding Leadership Award

"You have exemplified the meaning of leadership by your actions, knowledge, commitment and dedication to the Department of Correction. . . true leadership comes not from position, but from action." - Comments by Commissioner Danberg to award recipients Ernest McBroom, John Sebastian and Joseph Sabato.



Ernest McBroom, John Sebastian & Joseph Sabato pictured with Commissioner Danberg

Staff Awards & Recognition

Additional awards presented at the DOC annual Employee Recognition Banquet:

Golden Arm Award

Catherine Fox, Gerda Street, Ben Solloway, Diane Pierce,
Nicholas Mendez, Linda Wheeler, Louann Insley, Margie Newnom,
Roy Lawler, Lori Ennis, Mike Merson, Jacqueline Anziano, Doreen McNeely,
Patricia Gable, Penny Saroukos, James Stanton, Mike Lenigan,
Tonya Bratten, Mercedes Vallin, Tonya Smith, Colleen Bell,
Oluyemi Awodiyu, Helen Lowman

Golden Key Award

John Ryan, Nicholas Mendez, Doreen Williams, Dennis Higgins,
Vanessa Hayes, Megan Carlton, Rachel Callahan, Chaplain Frank Pennell,
Kenneth Milbourne, Thomas Aiello, Affiong Oduok, Angus MacLennan,
Jim Deel, Faith Levy, Elizabeth Brickley

Special Forces Award

Ernest McBroom, Robert Read, Hans Mulford, Al Thorley, Robert May,
Eugene Roberts, Angelo Daniello, Robert Flint, Christa Russell, James Wilmore,
Larry Potts, Joshua Wall, Mathew Zapata, Barbara Costello, Jack Kirmes,
Amy Laberge, Kelly Wilson, Mark Lewis, Jim Kelly, Phil Graham,
Rick Negley, Hank DuPont, Bryan Vettori, Dan Collins

Warden Award

Michael Records, Robert May, Walter Taylor,
Daniel Mann, Iva Morris, Barbara Smith, Deborah Melvin,
Hector Baez-Ortiz, Michael Costello, Paul Downing,
George Pyle, Sonia Sessoms, Patrick Sheets

Staff Community & Military Service



Delaware Department of Correction Proudly Serves



The following Department of Correction
Employees were on military leave
during Fiscal Year 2011

Khalid	Abdus Salaam	Joseph D	Kennard
Spencer Lee	Alexander	Ivan J	Kobets Jr
Robert H	Aspinall JR	Barnabas G	Malawi
Peter Roland	Ayers	John S	Martin
Donovan L	Brown	Roger D	McCall II
Keith S	Buscemi	Kevin Michael	McClure
Helbert Glenn	Carter	Cory J	McKinney
Leslie T	Carter	David W	Mears
Jacob Charles	Connor	Harry Keith	Mullinax
Kennard A	Demby Jr	Ricky L	Porter Jr
Wendell	Derilus	Stefan Reynaldo	Richburg
Sean E	Dial	Benyette Duggan	Rodriguez
Timothy D	Drake	Michael A	Santini
Walter M	Dymowski Jr	Jerome Henry	Shockley Jr
Martin T.	Emory	Karl A	Sturgill
Michael David	Fields Jr	Paul E	Surowiec
Roland A.	Fitzgerald III	Brandon M	Swanson
Arthur T	Gauani	Scott Evan	Thompson
Vincent E	Hazzard	John William	Tilghman III
Edward Charles	Heddinger Jr	Derrick A.	Warfield
Judson B	Hornbeck Jr	Christopher R	Wessel
Bryant K	Johnson	Oliver R	West Jr
Timothy J	Jones	Richard L	Whealton
Victor	Kaburia	Shirley M.	Whitney
Robert M	Kelley	Mathew G	Zapata



Staff Community & Military Service

SCI Staff Support American Troops with HeroBox Donations

Department of Correction employees at the Sussex Correctional Institution (SCI) in Georgetown recently collected enough food and toiletry items to ship 26 care packages to American service members in Iraq. The boxes were earmarked for a unit of 112 soldiers from Fort Hood, TX, who were adopted by SCI staff through the non-profit organization HeroBox.



SCI employees with some of their HeroBox care packages destined for Iraq are, left to right: Chaplain Larry Lilly, Donna Tregoe, Lt. Damon Ball, Debbie Kelley, Correctional Officer Luis Muniz, and Andrea Yoder.

SCI officers, contractors, support staff and offenders contributed to the three-week collection effort. Employees dropped off donations in collection boxes stationed throughout the facility, while offenders involved in the prison's Veterans Affairs group made their donations via commissary purchases. Solicited items came from a 'comfort list' provided by HeroBox.



Department of Correction employees Jodie Hunter (right) & Alan Grinstead display some of the items collected during a recent Probation & Parole winter clothing drive

Probation & Parole Staff Collect More than 100 Winter Coats

Probation & Parole staff within the Delaware Department of Correction (DOC) recently held an extremely successful winter clothing drive, yielding more than 100 coats and an additional 100 cold-weather clothing items such as hats, gloves, scarves and boots. The items, collected through 'Operation ZIPP Up,' were distributed to shelters and charities throughout the state.

Staff Community & Military Service

Community Resource Expo at Cherry Lane Probation & Parole Office

The Delaware Department of Correction's division of Probation and Parole hosted a Community Resource Expo on March 1, 2011 at the Cherry Lane Probation & Parole Office in New Castle.

The Expo brought together more than 30 state and community-based agencies in an effort to match recently released offenders and community members with locally available services and resources. Information on housing, education, job training, employment opportunities, social services, mental health treatment, and substance abuse treatment was available.

SCCC Staff and Offenders Harvest Honey from Facility's Apiary



Offenders jar refined honey that was harvested from the facility's apiary.

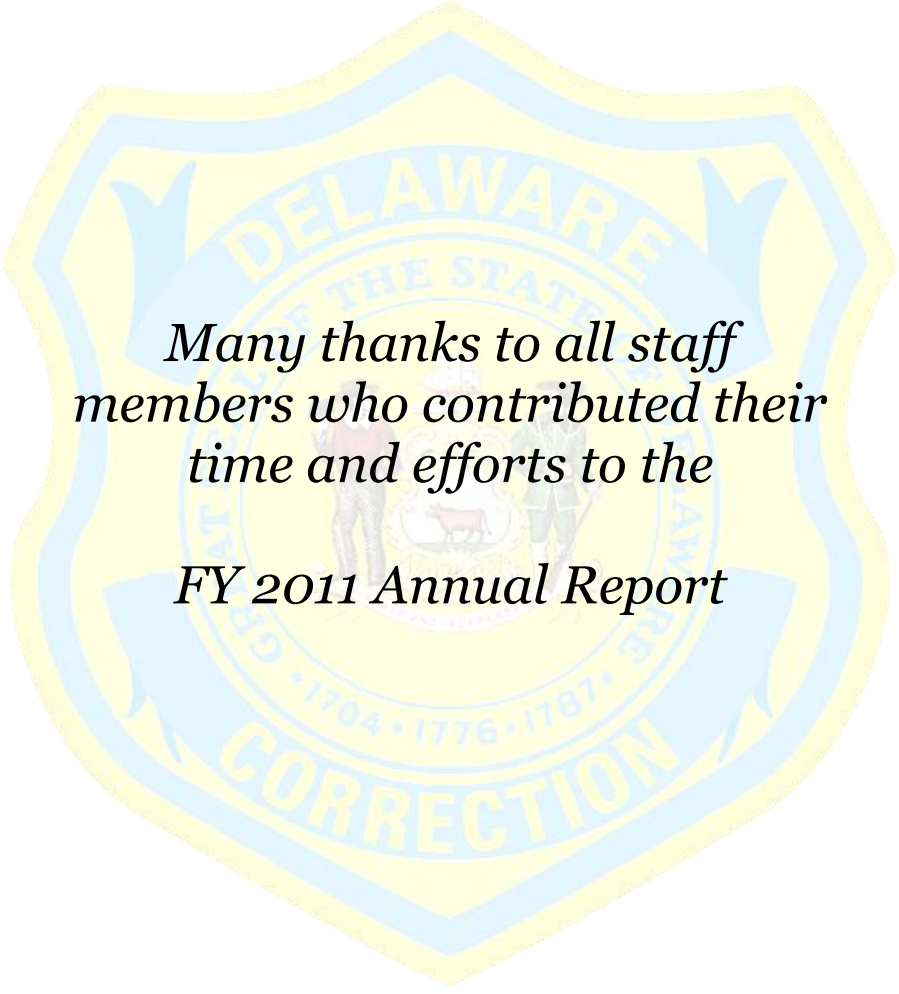
The small five-hive apiary maintained at the Sussex Community Corrections Center (SCCC) in Georgetown has done an excellent job of keeping bees on site to increase crop production at the facility's farm, but it also yielded an additional bonus – a quantity of honey sufficient enough to require harvesting.

The process yielded 211 pounds of honey.

Facility Contact Information

ADMINISTRATION	
Central Administration Building	(302) 739-5601
Employee Development Center	(302) 739-5601
NEW CASTLE COUNTY	
Delores J. Baylor Women's Correctional Institution	(302) 577-3004
Central Violation of Probation Center	(302) 659-6100
Howard R. Young Correctional Institution	(302) 429-7700
James T. Vaughn Correctional Center	(302) 653-9261
John L. Webb Community Correction Center	(302) 995-6129
New Castle County Women's Work Release Treatment Center	(302) 777-6800
New Castle Probation & Parole	(302) 323-6050
New Castle Day Reporting Center	(302) 577-3443
Northern New Castle County Adult Probation & Parole	(302) 577-3443
Plummer Community Correction Center	(302) 761-2800
KENT COUNTY	
Dover Probation & Parole	(302) 739-5387
Kent Day Reporting Center	(302) 739-2338
Morris Community Correction Center	(302) 739-4758
SUSSEX COUNTY	
Georgetown Probation & Parole	(302) 856-5243
Seaford Probation & Parole	(302) 628-2016
Sussex Boot Camp	(302) 856-5280
Sussex Community Work Release Center	(302) 856-5790
Sussex Correctional Institution	(302) 856-5280
Georgetown Day Reporting Center	(302) 854-6994
Sussex Violation of Probation Center	(302) 856-5790

Credits

The seal of the Delaware Department of Correction is a shield-shaped emblem. It features a central circular seal with the text "DELAWARE DEPARTMENT OF CORRECTION" and "1704 • 1776 • 1787". The shield is bordered by a blue and yellow design. The text "DELAWARE" is at the top, and "CORRECTION" is at the bottom. The central seal also includes the words "THE STATE" and "DEPARTMENT OF CORRECTION".

*Many thanks to all staff
members who contributed their
time and efforts to the
FY 2011 Annual Report*

Prepared By
Debbi Craig

Layout & Design
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